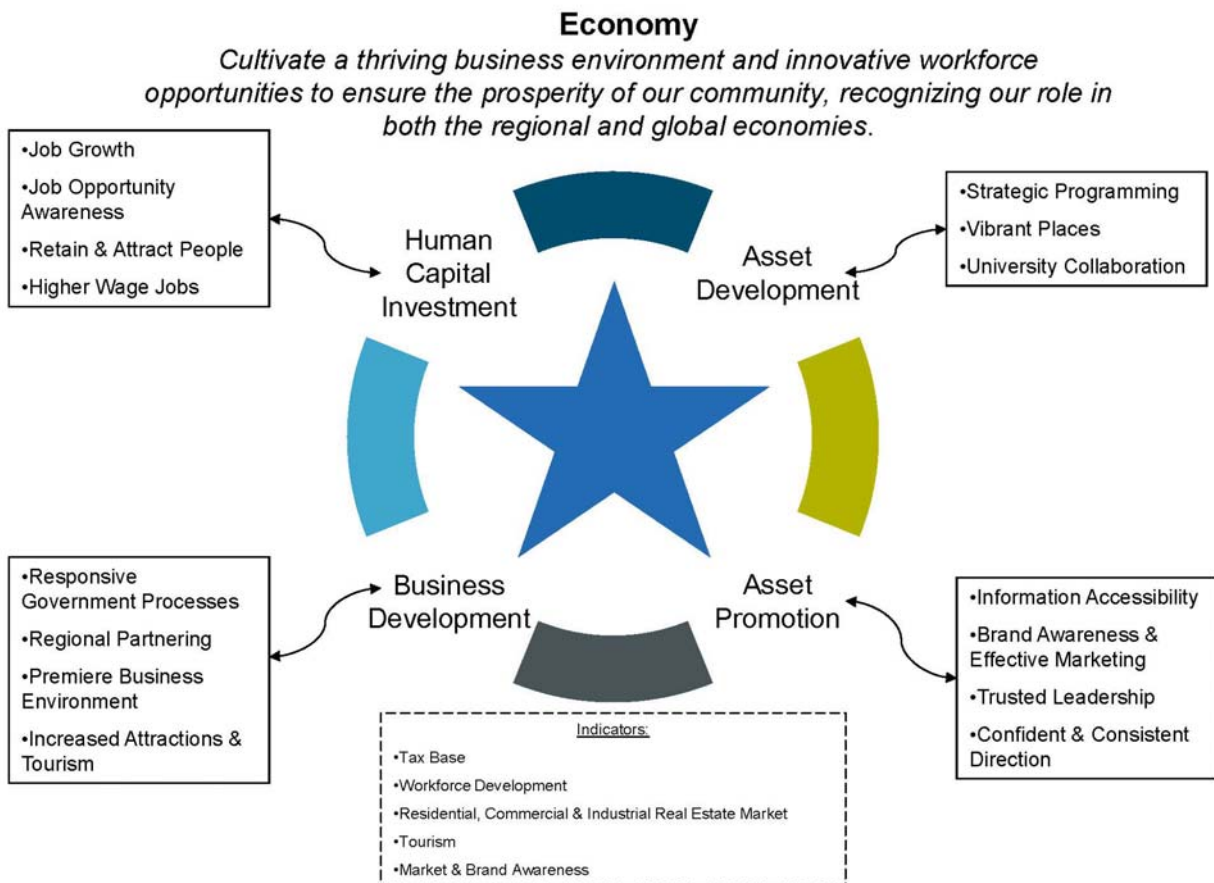


# ECONOMY



# Economy



## Statement of Request for Results

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### Team Members

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**Leader:** Dorothy Hoskins, Finance  
**Members:** Marc Nelson, Economic Development  
Meredith Thompson, Human Resources  
Stephanie Long, Parks and Recreation  
R. B. Lawhorn, Management & Budget

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### Priority Statement

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Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community, recognizing our role in both the regional and global economies.

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### Summary of Priority

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Roanoke is the economic center of the region. In order for the City of Roanoke to thrive, local government must develop policies and partnerships that enhance the level of economic activity. The four economic pillars consist of human capital investment, asset development, asset promotion, and business development.

#### Human Capital Investment

Human capital investment signifies the “human component” of economic development defined as the relationships between businesses, workforce, and our general population. Our requests for results seek to invoke or improve the following desired outcomes:

Job growth is defined as increasing the number of net new jobs in the City of Roanoke by retaining existing jobs, assisting with the expansion of existing businesses, attracting new businesses, and creating new jobs through entrepreneurial development.

Job opportunity awareness is improving the overall awareness of the opportunities that exist within the community, specifically between workforce gatekeeper organizations, employers seeking particular skill sets, employees seeking jobs that match their skill set, or employees seeking new skills.

Retaining and attracting people encompasses the health of the community, its businesses, and its workforce to ensure the vibrancy of the City of Roanoke and the region.

Higher wage jobs will result in a higher median wage and standard of living. Higher incomes encourage increased spending on local goods and services which contributes to a vibrant business community and provide adequate revenue for city services.

## **Asset Development**

Asset development is defined as a public strategy that builds upon existing natural, cultural, structural or leadership strengths to create a positive environment that can support wealth creation opportunities for our community.

Strategic programming is the alignment of these assets with collaborative economic development efforts to retain and attract targeted business sectors that will result in robust job growth and capital investment in Roanoke.

Vibrant places is a strategy to strengthen those places and institutions with the power to attract and hold people and business, define local cultural heritage, draw tourists, and catalyze economic growth.

University collaboration is a strategy of government/ university partnership that enhances economic development by increasing the size, diversity of skills and productivity of the labor force. Local and regional collaborations will stabilize regional economies, attract and retain private investment and stimulate intellectual and economic growth.

## **Business Development**

Business Development is defined as specific actions, tools, policies, and programs implemented by the City and other partner economic development organizations that will create the most *business friendly environment* possible. Our request for results seeks to generate these outcomes:

Responsive government process is the superior ability to induce business development because of a superior ability to respond to prospective new businesses, relocations, and expansions with access to resources such as land, buildings, incentives, information, and infrastructure improvements.

Regional partnering is the development of partnerships with others having mutual interest in business development in our region and promotes an environment where development *anywhere* within our region is beneficial to *all* in our region.

A premier business environment is defined by the appropriate and effective use of incentive programs to build resources and maximize usage of land while maintaining competitive tax structures that provide adequate revenue for city services and encourage vigorous business growth.

Attractions and tourism is defined as leveraging assets and attractions to bring people to the region to visit and experience Roanoke and spend money.

## **Asset Promotion**

Asset promotion is a comprehensive marketing strategy that facilitates effective communication to citizens and others in order to inform, influence decision making, and build brand awareness.

Information accessibility is defined as providing easily obtainable information about the benefits of living, visiting, and doing business in Roanoke.

Brand awareness and effective marketing is a set of strategies that communicate the value of our assets.

Trusted, confident, and consistent leadership ensures that citizens can depend on accurate information, direction, and transparent government processes.

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## **Indicators**

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### **Indicator 1: Annual tax base**

Measure 1: Changes over time in various tax streams including real estate values, sales tax receipts, business/professional/occupational licenses (BPOL), admissions receipts, prepared food and beverage tax, and transient occupancy tax as provided by the Department of Finance.

### **Indicator 2: Workforce development**

Measure 1: Net job growth as measured in changes over time in employment statistics available from the Virginia Employment Commission.

Measure 2: Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.

Measure 3: Number of people who commute into the City of Roanoke to work as provided by the Virginia Employment Commission.

Measure 4: Number of people who commute from the City of Roanoke to work as provided by the Virginia Employment Commission.

Measure 5: Local unemployment rate

**Indicator 3:** Residential, commercial & industrial real estate market

Measure 1: Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.

Measure 2: Number & dollar value of building permits issued.

Measure 3: Number & dollar value of residential real estate sales.

Measure 4: Number & dollar value of commercial real estate sales.

**Indicator 4:** Tourism

Measure 1: Number of hotel stays in the City of Roanoke.

Measure 2: Number of hotel rooms available

Measure 3: Hotel room vacancy rate

**Indicator 5:** Market & Brand awareness

Measure 1: Increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.

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## **Purchasing Strategies**

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**We will give preference to offers that:**

1. Emphasizes collaborative efforts within city government and with outside agencies;
2. Demonstrates innovation and effective management of resources;
3. Provides a holistic and integrated approach to business development, asset development, and investment in human capital; and
4. Promotes Roanoke with a multifaceted communication and marketing strategy.

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## **Statement of Request for Offers**

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We seek offers that will cultivate a thriving business environment through attraction, retention, incubation, and expansion of enterprise and by fostering innovative workforce opportunities to ensure the prosperity of our community.

**We are seeking offers that provide services for Human Capital Investment.**

More specifically we are looking for offers that:

1. Evolves strategies to attract, retain, expand and continuously improve a global competitive citizen workforce.
2. Supports entrepreneurial skill development with emphasis on innovation and creativity.
3. Build Partnerships with business and other agencies to provide Roanoke's youth with access to education, training and apprenticeship opportunities.
4. Engages and networks with organizations and businesses throughout the region and state to direct influence upon workforce issues, programs and policies.
5. Expands the range and amount of employment opportunities available to city residents.
6. Promotes job growth and economic vitality through retention, expansion, attraction and creation of businesses.
7. Targets job opportunities available to the need of our current and future workforce.

**We are seeking offers that promote Asset Development.**

More specifically we are looking for offers that:

1. Improves the public realm and accessibility around existing cultural institutions.
2. Builds creative community hubs that will bring artists, entrepreneurs and organizations to provide programming to Roanoke's vibrant and emerging places.
3. Encourages high quality amenity anchors that support increased retail activity.
4. Provides a comprehensive alternative transportation plan that addresses Roanoke's growing and diverse transit needs.
5. Partners with business and community to beautify neighborhoods.
6. Stimulates private development of downtown housing with various price points.

7. Encourages revitalization, vitality and differential character areas in the City.
8. Implements capital improvements that reflect economic development planning.
9. Seeks partnerships with higher education institutions to drive Roanoke's position in the global economy.
10. Targets capital and infrastructure projects that provides positive economic return for public funds invested.
11. Develops flexible parking management strategies to leverage opportunities for economic development.
12. Creates private sponsorship programs for transitional public spaces to leverage corporate sponsorships to improve safety, cleanliness, and usability of existing and future public spaces.
13. Evaluates city-owned properties and develops guidelines for preservation or alternative uses.
14. Collaborates to improve physical connections and public realm surrounding the downtown business districts, educational campus and the Riverside Medical Park.
15. Identifies, catalogs and provides strategic recommendations toward asset improvements.
16. Develops, revitalizes and strengthens dynamic community centers.
17. Promote and strengthen collaborations which enhance our workforce, business and cultural communities.
18. Focuses resources on development of advanced technology industries through university collaboration and research and development.
19. Develops a technology transfer structure to bring university based research into commercially feasible ventures.

**We are seeking offers that provide Business Development**

More specifically we are looking for offers that:

1. Develops a comprehensive economic development strategy that enhances Roanoke's strategic advantages by focusing on key economic clusters.

2. Continues to improve Roanoke's business climate.
3. Coordinates and maximizes access to financial resources and technical assistance.
4. Enhances and grows the availability of incentives, enterprise zones, and specialty business districts to current and new businesses.
5. Fosters entrepreneurial development and business to business expansions.
6. Takes leadership roles in regional planning and economic development actions to create a diversified business base in the Roanoke metropolitan area.
7. Fosters world-class customer service for citizens and companies doing business in the City of Roanoke through consistent, efficient, timely and reliable government practices, processes and regulations to ensure a premier business environment.
8. Utilizes and analyzes appropriate initiatives in conducting rigorous retention, expansion and attraction activities.
9. Continues to enhance Roanoke Regional position in cultural tourism business and outdoor attractions.

**We are seeking offers that provide for Asset Promotion.**

More specifically we are looking for offers that:

1. Provides internal marketing programs an effective advertising work plans and an external public relations work plans.
2. Promotes and maximizes City of Roanoke brand image.
3. Promotes confidence in government by communicating internally and externally the policies, practices, and decision perspectives of city leaders.
4. Consistently and cohesively promotes the unique, strategic advantages of the City of Roanoke globally through multiple media platforms and evolving technologies for the purposes of attracting people and businesses.



# Economy



## 1. Annual Tax Base

**MEASURE 1: Changes over time in various tax streams including real estate values, sales receipts, business personal property value, admissions receipts, prepared food and beverage sales, and occupancy receipts as provided by the department of finance.**

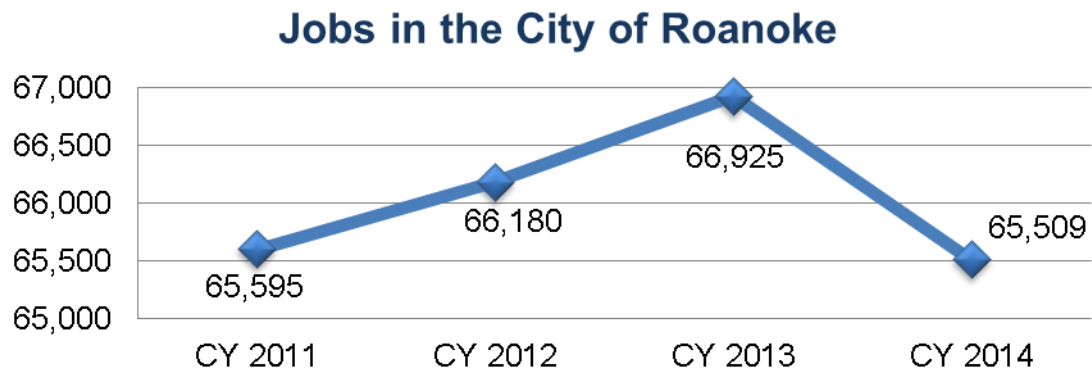
	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015*</u>	<u>% Change</u>
Real Estate Value	\$6,725,168,858	\$6,679,969,872	\$6,693,874,349	0.21%
Sales Tax Receipts	\$19,437,336	\$19,236,561	\$20,564,044	6.90%
Business/Professional/Occupational Licenses (BPOL)	\$12,232,111	\$12,406,178	\$13,215,775	6.53%
Admissions Receipts	\$417,015	\$439,693	\$443,116	0.78%
Prepared Food and Beverage Tax	\$12,874,902	\$13,225,652	\$13,856,899	4.77%
Transient Occupancy Tax	\$3,391,403	\$3,874,018	\$4,162,522	7.45%

Comments:

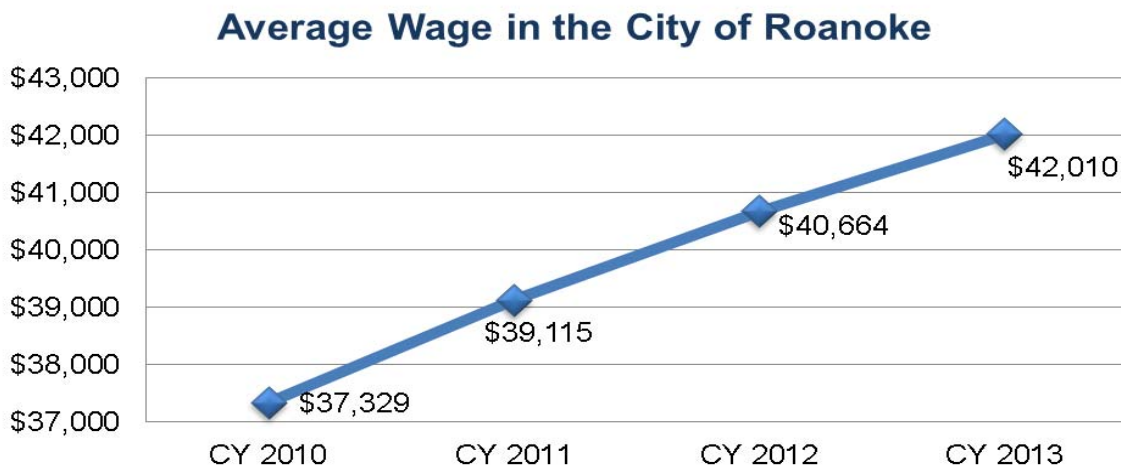
\* Figures are preliminary as the Comprehensive Annual Financial Report (CAFR) for FY 2015 will not be complete until January, 2016.

## 2. Workforce Development

**MEASURE 1: Changes over time in employment statistics available from the Virginia Employment Commission.**



**MEASURE 2: Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.**



**MEASURE 3: Number of people who commute into the City of Roanoke to work as provided by the Virginia Employment Commission.**

CY 2013

50,681

CY 2014

50,666

**MEASURE 4: Number of people who commute from the City of Roanoke to work as provided by the Virginia Employment Commission.**

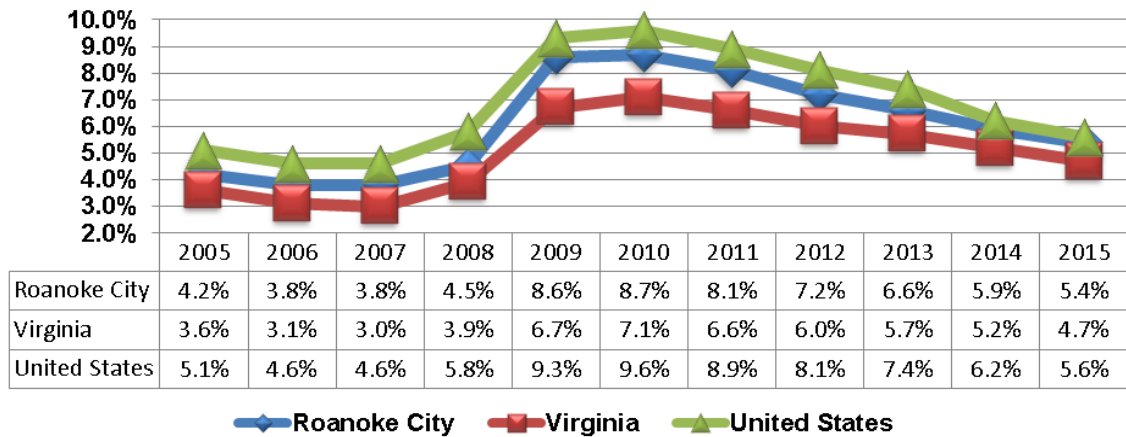
CY 2013

23,533

CY 2014

23,962

**MEASURE 5: Unemployment rate.**



2015 figures are preliminary

Source: Virginia Employment Commission

### 3. Residential, Commercial, and Industrial Real Estate Market

**MEASURE 1: Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.**

CY 2012

91% occupied

CY 2013

90% occupied

CY 2014

90% occupied

**MEASURE 2: Number of building permits issued and revenue collected**

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Building Permits	1,227	1,263	1,268
Revenue	\$440,007	\$532,121	\$491,852
Mechanical, Electrical, and Plumbing Permits	1,055	1,209	1,194
Revenue	\$73,142	\$71,918	\$74,461

**MEASURE 3: Residential and Multi-Family Real Estate Sales**

	<u>CY 2012</u>	<u>CY 2013</u>	<u>CY 2014</u>
Number of Sales	678	807	886
Value of Sales	\$142,623,185	\$153,327,547	\$183,628,961

**MEASURE 4: Commercial Real Estate Sales**

	<u>CY 2012</u>	<u>CY 2013</u>	<u>CY 2014</u>
Number of Sales	39	27	26
Value of Sales	N/A	N/A	\$10,339,324

**4. Tourism****MEASURE 1: Number of hotel stays in the City of Roanoke**

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
581,821	595,051	585,509

**MEASURE 2: Number of hotel rooms available**

<u>FY 2014</u>	<u>FY 2015</u>
969,104	979,571

**MEASURE 3: Hotel Room Vacancy Rate**

<u>FY 2014</u>	<u>FY 2015</u>
38.6%	40.2%

**5. Market & Brand Awareness**

**MEASURE 1: This indicator will be measured by an increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.**

<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
39%	41%	70%

ECONOMY			
DEPARTMENT	OFFER	RANK	OFFER TOTAL
Economic Development	Business & Workforce Development	1	\$1,184,923
Economic Development	Asset Development for the Economy	2	\$115,650
Economic Development	Asset Promotion for Economic Development	3	\$67,987
Economic Development	Asset Development for Economy & Education- Roanoke Arts Commission	4	\$28,060
Economic Development	Percent (%) for the Arts	5	\$19,435
Outside Agency	Center in the Square		\$285,760
Outside Agency	City of Salem -- NCAA Championships		\$2,880
Outside Agency	Convention and Visitors Bureau		\$1,725,000
Outside Agency	LEAP Community Kitchen and Community Market		\$10,000
Outside Agency	Market Building Support		\$300,000
Outside Agency	Miss Virginia Pageant		\$9,600
Outside Agency	Roanoke Arts Commission		\$269,220
Outside Agency	Roanoke Regional Partnership		\$215,829
Outside Agency	Roanoke Regional Small Business Development Center		\$10,000
Outside Agency	Roanoke Valley - Alleghany Regional Commission		\$89,388
Outside Agency	Roanoke Valley - Alleghany Regional Commission - Regional Bicycle Coordinator		\$12,000
Outside Agency	Roanoke Valley - Allegheny Regional Commission - Roanoke River Blueway Local Government Contribution		\$5,200
Outside Agency	Roanoke Valley Broadband Authority		\$208,132
Outside Agency	Roanoke Valley Broadband Authority - Debt Service		\$334,570
Outside Agency	Roanoke Valley Sister Cities		\$10,800
Outside Agency	Roanoke Valley Transportation Planning Organization		\$14,837

## Economy

### Offer Executive Summary

Offer: **Business and Workforce Development**  
 Dept: Economic Development  
 Outcome: Premier Business Environment

**Rank: 1**  
 Factor: Business Development  
 Existing

#### Executive Summary:

The Department of Economic Development offers to provide expert business development, recruitment, retention and expansion services and to assist with various activities designed to foster emerging small businesses and entrepreneurial enterprises. The central goal of economic development is to create an economic environment that promotes growth, prosperity and long term stability for our business community and the City of Roanoke. The vitality of the City is inexorably linked to the health and vitality of our business community. The revenues generated from our business community are a major source of revenue with which the city operates. Our businesses employ many of our citizens, generate new job growth, and are major drivers of investment throughout the city and region.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Annual dollar increase in investment; investments for this measure include real estate and business personal property	\$25,000,000	\$25,000,000	\$43,073,254
Number of business contacts and visits per year	200	200	175
Number of new jobs created, recorded, and verified	225	225	493

**Seller/Owner:** 8120 - Economic Development

Offer: **Asset Development for the Economy**  
 Dept: Economic Development  
 Outcome: Vibrant Places

**Rank: 2**  
 Factor: Asset Development  
 Existing

#### Executive Summary:

Redevelopment and the measured and recorded success of these "asset" areas is an integral facet of economic development. The Special Projects Coordinator works closely with city administration and the business and developer community to help create a vibrant and diverse city. In doing so, the Coordinator serves as the project manager and one-stop point of contact for developers, city departments, contractors and citizens on both long and short term projects some of which include: The Bridges, Huff Lane School, former YMCA and the Market Garage/Hotel. The Special Projects Coordinator also plays a vital role in crafting and monitoring the City's numerous performance agreements to ensure the accurate and timely management of the City's valuable financial resources.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent increase in taxable revenue of specified asset areas.	25%	25%	25%
Percent increase in the number of jobs within an asset/revitalization project area.	10%	10%	10%

**Seller/Owner:** 8120 - Economic Development

## Economy

### Offer Executive Summary

Offer:	<b>Asset Promotion for Economic Development</b>	<b>Rank: 3</b>
Dept:	Economic Development	Factor: Asset Promotion
Outcome:	Brand Awareness & Effective Marketing	Existing

#### Executive Summary:

The Department of Economic Development offer is to continue to provide a comprehensive communications strategy that includes focused branding outreach to promote the City of Roanoke and the greater Roanoke region. To better represent the City of Roanoke in local, regional, and global marketing/branding outreach efforts and to ensure efforts are making impressions on audiences (business and individuals), we will better define, catalog, and market the assets of the City of Roanoke. In addition we will assist other agencies and organizations to promote our combined assets in a cohesive and well coordinated manner and to do so over all appropriate multimedia platforms.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of meetings annually with each major external agency.	2 meetings	2 meetings	2
Number of meetings with HRCC to ensure we're leveraging the City's brand effectively	2 meetings	2 meetings	2

**Seller/Owner:** 8120 - Economic Development

Offer:	<b>Asset Development for Economy and Education – Roanoke Arts Commission</b>	<b>Rank: 4</b>
Dept:	Economic Development	Factor: Asset Development
Outcome:	Vibrant Places	Existing

#### Executive Summary:

According to city code the Roanoke Arts Commission (RAC) “shall assist and advise city council on matters relating to the advancement of arts and humanities within the city.” The RAC is currently working on implementing the City's arts and cultural plan adopted by Council in August, 2011. The RAC is also responsible for the implementation of the Public Art Plan which was adopted as part of the city's comprehensive plan in 2006 by overseeing the care and maintenance of the collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC is overseeing the Parks and Arts Program. The RAC also vets applications for funding from arts and cultural agencies, makes recommendations to city council and monitors agencies receiving funding to determine if they meet their goals and objectives. The RAC often works with other agencies to plan and support projects that enrich arts education in the schools.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of pieces of public art installed	8	8	13
Percent of site visits to funded organizations completed annually	100%	100%	100%

**Seller/Owner:** 8120 - Economic Development

## Economy

### Offer Executive Summary

Offer:	<b>Percent (%) for the Arts</b>	<b>Rank: 5</b>
Dept:	Economic Development	Factor: Asset Development
Outcome:	Vibrant Places	Existing

#### Executive Summary:

The Public Art Plan was adopted as part of the city's comprehensive plan in 2006. The arts and culture Coordinator oversees the care and maintenance of the current collection and administers the process of commissioning new public art projects under the Percent for Art Ordinance.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Number of pieces of public art installed	8	8	13
Number of pieces of public art to receive maintenance	3	5	2

**Seller/Owner:** 8120 - Economic Development

Offer:	<b>Center in the Square</b>	<b>Rank:</b>
Dept:	City Manager	Factor: Asset Development
Outcome:	Vibrant Places	Existing

#### Executive Summary:

Center in the Square is proud to be one of the Roanoke Valley's greatest success stories. Founded by community leaders with vision, Center inspired growth within the region's core cultural organizations and awakened a new era of vibrancy in downtown Roanoke. The organization's mission is to be an active participant in economic development, both locally and regionally, by helping to ensure the financial health of vital elements of western Virginia's cultural quality of life through support of eight key Roanoke-based arts and cultural organizations. Center is also an essential partner in the education of children in Roanoke City Public Schools and throughout the region offering SOL-compliant educational programming to K-12 students.

Ongoing operational support from the City of Roanoke is essential to its success. Each operational dollar for Center creates programming, sponsorship, and facility growth opportunities multiplied through its beneficiary organizations.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Increase operational effectiveness	Yes	N/A	N/A
Total number of attendees visiting the Center	255,000	255,000	327,019

**Seller/Owner:** 7220 - Affiliations & Contributions

Offer:	<b>City of Salem - NCAA Championships</b>	<b>Rank:</b>
Dept:	City Manager	Factor: Business Development
Outcome:	Attractions & Tourism	Existing

#### Executive Summary:

The NCAA conducts 90 national championships in 23 sports across Divisions I, II and III, with 45 championships administered for women and 42 for men. More than 54,000 student-athletes participate in NCAA championships each year. Various NCAA Division III Championships are held in Salem. In order to entice various events to the Roanoke Region and the economic impact that comes with hosting these events, it is important to provide financial support to help offset costs to the organizers. NCAA Division III Championships are a great asset to the community and the return on investment for the funds provided is significant.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
The event is held in the Roanoke Region	Yes	Yes	Yes

**Seller/Owner:** 7220 - Affiliations & Contributions



## Economy

### Offer Executive Summary

Offer:	<b>Convention and Visitors Bureau</b>	Rank:	
Dept:	City Manager	Factor:	Asset Promotion
Outcome:	Brand Awareness & Effective Marketing		Existing

#### Executive Summary:

The Roanoke Valley Convention and Visitors Bureau (RVCVB) exists to maximize economic impact for the Cities of Roanoke and Salem and Roanoke County by building the region's destination brand, Virginia's Blue Ridge (VBR). RVCVB positions Roanoke in VBR as an attractive regional destination for visitors, meeting planners, travel agents, sports planners, etc. The goal is to attract visitors to the region who will spend money on lodging, food, and entertainment. The results are designed to improve economic impact, job creation, and additional tax collection revenues to support vital services. Establishing the City of Roanoke and the Roanoke Valley as a visitor destination is essential to the community's future. The City of Roanoke, as the largest metro area in western Virginia, is in the best position to establish this image and the economic development agenda for the region.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Dollars generated in direct media coverage	\$675,000	\$675,000	N/A
Total qualified sales leads	52	52	71
Total web/mobile unique visitor traffic and fulfilled inquiries count	475,000	475,000	656,615

**Seller/Owner:** 7220 - Affiliations & Contributions

Offer:	<b>LEAP Community Kitchen and Community Market</b>	Rank:	
Dept:	Management and Budget	Factor:	Asset Development
Outcome:	Vibrant Places		New

#### Executive Summary:

The goal of LEAP is to encourage the start-up and continued success of small food business and make local fresh produce easier for residents to buy in neighborhoods in the City of Roanoke. Overall, the Community Kitchen and Markets create the infrastructure for a more resilient local food system that keeps farmers farming and increases food security. LEAP operates community markets in Roanoke neighborhood centers, the Grandin Village and West End Village, and a mobile market that travels to City neighborhoods where residents cannot easily buy fresh produce. LEAP Markets provide a valuable amenity to residents, support local businesses, and function as important neighborhood commerce centers. LEAP connects local food vendors to community resources, assists in planning for growth, and collaborates to attract new customers. The organization also continues to invest resources into small new food businesses as they expand the markets and launch the Community Kitchen.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Assist five food based small businesses in the first year, calendar year 2016, of the LEAP Community	5	N/A	N/A
Grow customers to the LEAP Community Markets at the Grandin Village and West End Village from 19,000	3,000	N/A	N/A
Increase the number of local food businesses used from 80 in 2015 to 90 in 2016.	10	N/A	N/A

**Seller/Owner:** 1212 - Management and Budget

## Economy

### Offer Executive Summary

Offer:	<b>Market Building Support</b>	Rank:	
Dept:	Management and Budget	Factor:	Asset Development
Outcome:	Vibrant Places		Existing

#### Executive Summary:

The City of Roanoke is contractually obligated to provide financial support to the Market Building should it be necessary. At the crossroads of Roanoke's Historic Market District, the City Market Building partners with independent restaurant and retail entrepreneurs to provide a dining and shopping experience unique to the region.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Payment of Market Building Subsidy	Yes	Yes	Yes

**Seller/Owner:** 1212 - Management and Budget

Offer:	<b>Miss Virginia Pageant</b>	Rank:	
Dept:	City Manager	Factor:	Business Development
Outcome:	Attractions & Tourism		Existing

#### Executive Summary:

In order to entice various events to the Roanoke Region and the economic impact that comes with hosting these events, it is important to provide funding to help offset costs incurred by the organizers. The Miss Virginia Pageant is a great asset to the community and the return on investment for the funding provided is significant. The pageant's mission is to provide unique opportunities for young women to win financial assistance in the nature of scholarship awards, encourage the spirit of volunteerism, use the Miss Virginia Organization as a vehicle for state-wide awareness of the Miss America Program, and support the state-wide organization of volunteers that operate year-round.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
The event is held in the Roanoke Region	Yes	Yes	Yes

**Seller/Owner:** 7220 - Affiliations & Contributions

Offer:	<b>Roanoke Arts Commission</b>	Rank:	
Dept:	Economic Development	Factor:	Asset Development
Outcome:	Vibrant Places		Existing

#### Executive Summary:

According to City code the Roanoke Arts Commission (RAC) "shall assist and advise City Council on matters relating to the advancement of arts and humanities within the City." The RAC is currently working on implementing the City's arts and cultural plan adopted by Council in August, 2011. The RAC is also responsible for the implementation of the Public Art Plan which was adopted as part of the City's comprehensive plan in 2006 by overseeing the care and maintenance of the collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC is overseeing the Parks and Arts Program. The RAC also vets apps. for funding from arts and cultural agencies, makes recommendations to City Council and monitors agencies receiving funding to determine if they meet their goals and objectives. The funding requested in this offer is for the total subsidy that will be distributed to the agencies.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Percent implementation of the Community Arts and Culture plan.	75%	20%	15%

**Seller/Owner:** 8120 - Economic Development

## Economy

### Offer Executive Summary

Offer: **Roanoke Regional Partnership**  
 Dept: Management and Budget  
 Outcome: Brand Awareness & Effective Marketing

**Rank:**  
 Factor: Asset Promotion  
 Existing

#### Executive Summary:

Roanoke Regional Partnership (RRP) is the one-stop shop for companies seeking to locate or expand in the region. The Partnership speaks with one voice for the region to promote economic development, and is a public/private partnership utilizing funds from eight governments and more than 180 businesses to promote and sell the Roanoke Region as a desirable place to work, live, and invest. The RRP includes funding from the Cities of Roanoke and Salem, the Towns of Vinton and Covington, and the Counties of Alleghany, Botetourt, Franklin, and Roanoke. The regional approach reduces duplication among governments by providing one message, one cohesive strategy, and share resources. The Partnership also manages the Western Virginia Regional Industrial Authority, of which the City of Roanoke is a member. The Authority is a joint effort by six localities to develop real estate product to meet the needs of relocating businesses.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Increase activity related to business development.	61	N/A	N/A
Percentage increase in participation in events/activities.	10%	N/A	N/A
Percentage increase in participation in promotional events/activities	5%	10%	45%

**Seller/Owner:** 1212 - Management and Budget

Offer: **Roanoke Regional Small Business Development Center**  
 Dept: City Manager  
 Outcome: Job Growth

**Rank:**  
 Factor: Human Capital Investment  
 Existing

#### Executive Summary:

The mission of the Roanoke Regional Small Business Development Center (RRSBDC) is to promote small business creation, growth, and development by providing professional business counseling at no or minimal cost to the client. The center also provides affordable training and informational resources. RRSBDC assists small businesses, individuals purchasing or selling a business, not-for-profits, and aspiring business owners. The program's overall goal is to promote economic growth in the region by providing assistance and training to potential and existing small businesses. By acting as a one-stop-shop for information, resources, and expertise the RRSBDC makes the usually difficult and frustrating process of maintaining or opening a small business easier and more likely to yield success.

The requested increase would partially fund a Program Specialist position that would enhance program creation and implementation, and create new and effective marketing tools.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Maintain current output.	Yes	N/A	N/A
Number of training sessions conducted each year	29 classes 294 atte	N/A	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions

## Economy

### Offer Executive Summary

Offer: **Roanoke Valley-Alleghany Regional Commission**  
 Dept: City Manager  
 Outcome: Vibrant Places

**Rank:**  
 Factor: Asset Development  
 Existing

#### Executive Summary:

In 1968, Virginia was divided into planning districts based on the community of interest among its counties, cities and towns. A Planning District Commission is a political subdivision of the Commonwealth chartered under the Regional Cooperation Act by the local governments of each planning district. As such, they are a creation of local government encouraged by the state. The Virginia Association of Planning District Commissions helps their members meet their responsibilities to local and state government, and coordinate inter-PDC functions. There are 21 Planning Districts in Virginia. In 1999, the Fifth Planning District Commission changed its name to the Roanoke Valley-Alleghany Regional Commission. The Commission is made up of elected officials and citizens appointed by member local governments which include Alleghany County, Botetourt County, Clifton Forge, Covington, Craig County, Franklin County, City of Roanoke, Roanoke County, Rocky Mount, Salem, and the Town of Vinton.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Payment of annual membership dues	Yes	N/A	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions

Offer: **Roanoke Valley-Alleghany Regional Commission - Regional Bicycle Coordinator**  
 Dept: City Manager  
 Outcome: Vibrant Places

**Rank:**  
 Factor: Asset Development  
 New

#### Executive Summary:

The Regional Bicycle Coordinator position is part of RIDE Solutions staff housed within the Roanoke Valley-Alleghany Regional Commission. RIDE Solutions is a Transportation Demand Management (TDM) Agency program dedicated to expanding the efficiency and life of the roadway network and reducing the environmental impacts of vehicle emissions. Through incentive programs, education, and encouragement, RIDE Solutions connects people to alternative transportation options to and from school and work. These options include ridesharing (carpooling and vanpooling), biking, public transit, walking, and guaranteed ride home services. RIDE Solutions services residents living within the greater New River and Roanoke Valleys and Region 2000 regions of southwestern Virginia. (Those include Amherst, Appomattox, Bedford, and Campbell Counties and the City of Lynchburg.)

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Payment of annual membership dues	Yes	N/A	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions

## Economy

### Offer Executive Summary

Offer: <b>Roanoke Valley-Alleghany Regional Commission - Roanoke River Blueway Local Government Contribution</b>	<b>Rank:</b>
Dept: City Manager	Factor: Asset Development
Outcome: Vibrant Places	New

#### Executive Summary:

The Roanoke River Blueway has been designated as a Natural, Cultural and Recreational Treasure as part of the Virginia Treasures program, an initiative by Governor Terry McAuliffe to preserve, protect and highlight Virginia's most important ecological, cultural, scenic and recreational assets as well as its special lands. A recreational treasure is one that provides new public access to a natural, cultural or scenic outdoor recreation resource. Emphasis is on venues that meet the public's most needed outdoor recreational offerings. The Roanoke River Blueway offers a unique combination of urban, front country and back country recreation opportunities in the upper Roanoke River watershed. Canoeing, kayaking, fishing, tubing, wading, wildlife viewing, and watershed education are available, with convenient access to other outdoor and cultural amenities in Virginia's Blue Ridge.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Payment of annual membership dues	Yes	N/A	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions

Offer: <b>Roanoke Valley Broadband Authority</b>	<b>Rank:</b>
Dept: Economic Development	Factor: Asset Development
Outcome: Vibrant Places	Existing

#### Executive Summary:

The Roanoke Valley Broadband Authority is a joint effort between the Cities of Roanoke and Salem to offer dark fiber, transport service, and dedicated internet for business, governments, and non-profits in the Roanoke Valley. This request is to fund the City's share of the Authority's annual operating costs.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Provide annual operating support to the Authority	Yes	N/A	N/A

**Seller/Owner:** 8120 - Economic Development

Offer: <b>Roanoke Valley Broadband Authority Debt Service</b>	<b>Rank:</b>
Dept: Economic Development	Factor: Asset Development
Outcome: Vibrant Places	Existing

#### Executive Summary:

The City and Salem share equally the debt service payments of the Roanoke Valley Broadband Authority.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Provide debt service payments to support the Authority	Yes	N/A	N/A

**Seller/Owner:** 8120 - Economic Development

## Economy

### Offer Executive Summary

Offer:	<b>Roanoke Valley Sister Cities</b>	Rank:	
Dept:	Management and Budget	Factor:	Business Development
Outcome:	Responsive Government Processes		Existing

#### Executive Summary:

Roanoke Valley Sister Cities' (RVSC) overall mission is to develop resources for the international exchange of citizens to accomplish cultural, artistic, educational, medical, and economic initiatives. In CY16, RVSC will focus on three initiatives: furthering adult learning through medical and university student internships; furthering adult learning and supporting K-12 educational programs by organizing and sponsoring international economic, medical, artistic, and educational exchanges; and developing better connections between the resident immigrant populations of the Roanoke Valley and foreign exchange communities in order to expand international economic, medical, artistic, and educational programming in our region and abroad. Roanoke has the following sister cities: Wonju, Korea; St-Lo France; Florianopolis, Brazil; Kisumu, Kenya; Pskov, Russia; Lijang, China; and Opole, Poland.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Increase the adults participating in learning opportunities for economic and international agencies	50%	N/A	N/A
Increase the number of colleges.	33%	N/A	N/A
Increase the number of students in secondary school exchange programs.	10%	N/A	N/A

**Seller/Owner:** 1212 - Management and Budget

Offer:	<b>Roanoke Valley Transportation Planning Organization</b>	Rank:	
Dept:	City Manager	Factor:	Asset Development
Outcome:	Vibrant Places		Existing

#### Executive Summary:

This offer supports the Roanoke Valley Transportation Planning Organization (RVTPO). The TPO is the entity responsible for planning and budgeting the use of federal transportation dollars in the Roanoke region. The local government members of the Roanoke Valley TPO include the cities of Roanoke and Salem; the counties of Bedford, Botetourt, Montgomery, and Roanoke; and the town of Vinton. The Roanoke Valley TPO is staffed by the Roanoke Valley-Alleghany Regional Commission, which also serves as fiscal agent. Metropolitan/Transportation Planning Organizations (MTOs/TPOs) were created in 1979 by the U.S. Department of Transportation for any urbanized area with a population greater than 50,000.

#### Performance Measures:

Measure Title	FY 2017 Target	FY 2016 Target	FY 2015 Actual
Pay annual dues as one of the local govt members of the RVTPO. (Yes/No)	Yes	Yes	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions